



Operational Contract Support (OCS) and CJCS Dependence on Contractors Task Force

*Presentation to
OCS Planning Conference*

18 February 2009



Agenda



- OCS Goals
- OCS “101”
- Doctrine
- Planning
- JOSCP Project Management
- Way Ahead



OCS Goals

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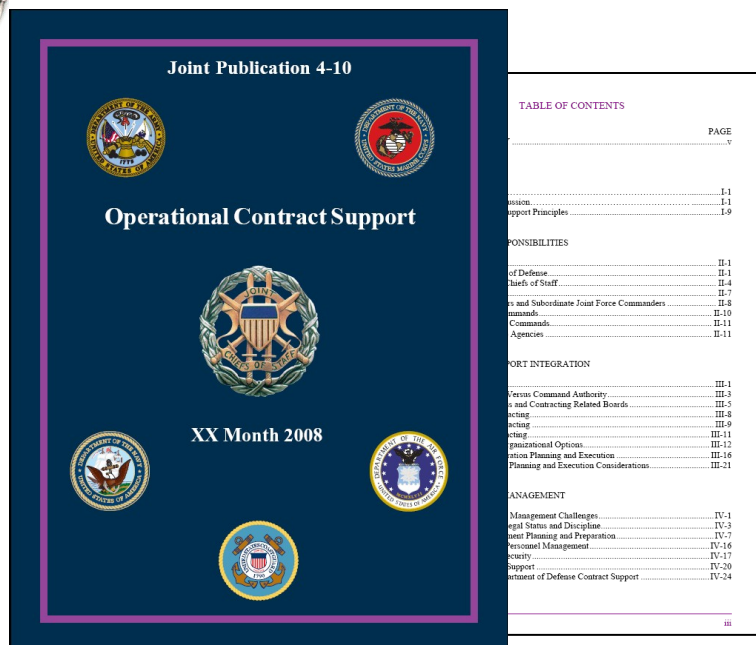
- **Policy & Doctrine**
 - Total integration of DoD and interagency contracted support
- **Planning**
 - Institutionalize OCS planning across all OPLANS & CONPLANS
- **OCS Concept of Operations (CONOPS)**
 - Capabilities based analysis to drive future solutions (JCIDS)
- **Personnel & Training**
 - Senior non-contracting officers trained and familiarized in OCS prior to deployment
- **Organization**
 - Develop comprehensive solutions to integrate OCS and eliminate redundancies (Joint Contingency Acquisition Support Office)
- **Business Systems**
 - 100% visibility and accountability of contractors in designated contingency operations



Policy & Doctrine

Joint Publication 4-10

4



Who's the Customer?

- CCDR
- JTF / Components / JTSCC

JP 4-10 Outline

- Executive Summary
- Introduction
- Roles and Responsibilities
- Contract Support Integration
- Contractor Management

What's New?

- Organized by JCA
- Contracted capabilities: the norm
- **Emphasizes planning**
- **Check Lists for Annex W**
- Interprets DODI 3020.41
- Defines new terms
- Principles of contracting
- Organizational options
- Contractor Mgt considerations

What's Next?

- **Emerging Issues**
 - NDAA 2008/09
 - Draft Policies
 - DODD 3020.qq
 - DODI 3020.pp
 - DODI 3020.41 (Revision)
 - CJCSM "JOPES" (Revision)...APEX
 - DOS MOU (Contracting in Iraq / Afghan)



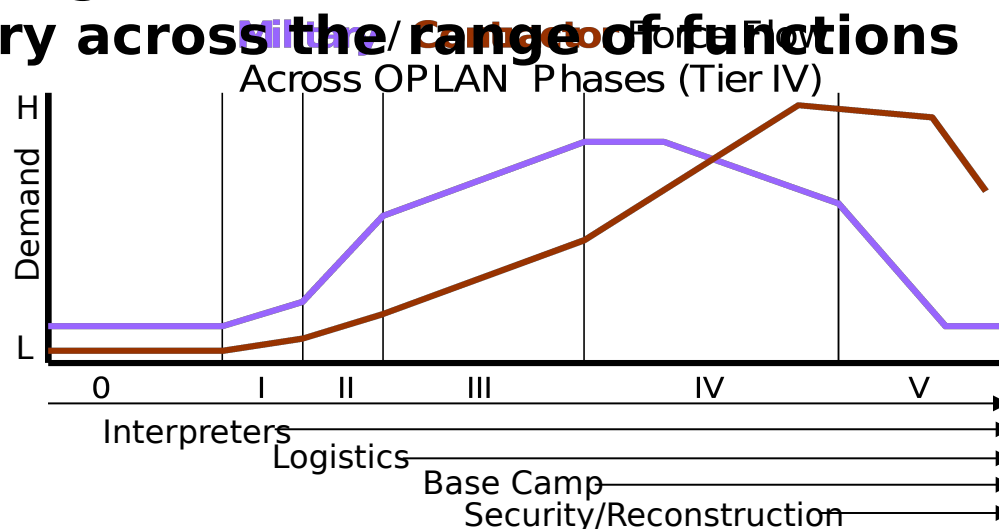
OCS Demand Signal

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- As weapons systems have become more complex, and the demands on the Armed Forces have grown, there has been an ever increasing reliance on contractors in the support of the military across the range of functions

Contractors are used to mitigate risk when existing force structure is insufficient or not cost effective to stand up organic support capability

Weapon
Systems



- Key Points:**

- In early phases, initial reliance on...
 - Weapons Systems
 - Civil Augmentation Program
- In latter phases, increased dependency on...
 - Major reconstruction projects

The demand signal for contractors increases as military operations mature in scope, complexity and duration



Operational Contract Support

CENTCOM Census (FY09 1st QTR)

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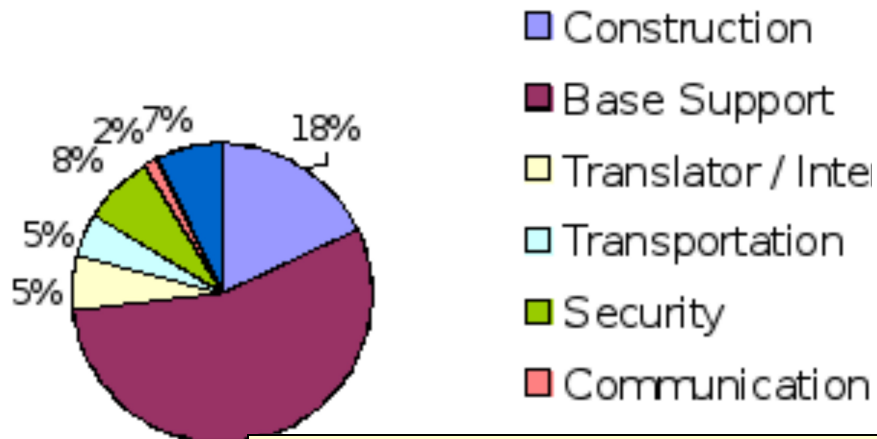
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DoD Contractor Personnel in the USCENTCOM AOR

	Total Contractors	U.S. Citizens	Third Country Nationals	Local/Host Country Nationals
USCENTCOM AOR	259,421	52,971	103,096	103,354
Iraq Only	148,050	39,262	70,875	37,913
Afghanistan Only	71,755	5,960	5,232	60,563
Other	39,616	7,749	26,989	4,878

Data does not include other U.S. Government Agencies/Departments

Personnel breakdown by Type of



Current Contractor Ratio

- Iraq = 1:1
- Afghanistan = 1:2

Contractors currently make up ~50% of the total force in the USCENTCOM Area of Operation



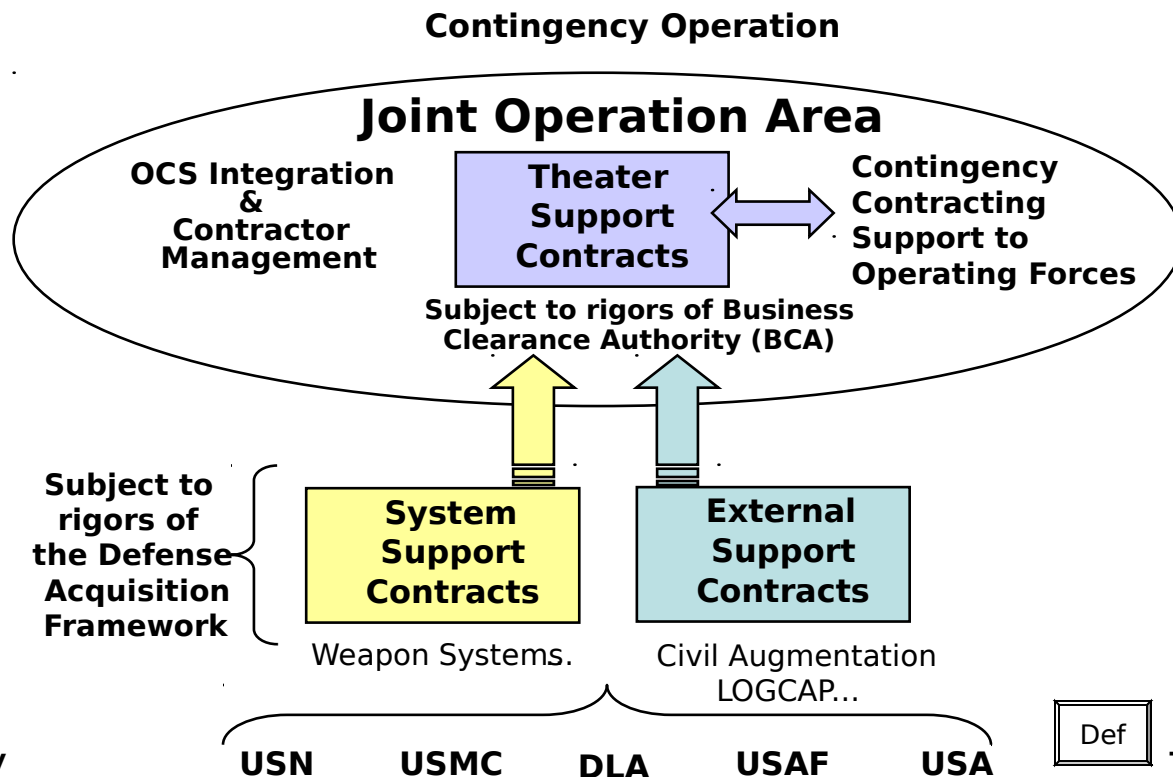
What is OCS?

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Operational Contract Support (OCS)

- is the ability to orchestrate and synchronize the provision of integrated contract support and management of contractor personnel providing that support to the joint force in a designated operational area

- is a framework for the planning, integration and execution of contract support, including the management of contractors operating in designated contingency operations across the range of military operations





Joint Capability Area

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- **Operational Contract Support (OCS) - Tier II**
 - **Contract Support Integration (CSI) - Tier III:** The ability to synchronize and integrate contract support being executed in a designated operational area in support of the Joint Force
 - Contract Support Integration Plan (CSIP): Annex W
 - **Contractor Management (CM) - Tier III:** The ability to manage and maintain visibility of associated contractor personnel and associated equipment providing support to the Joint Force in a designated operational area
 - Contractor Management Plan (CMP): Annex W, Appendix 1

Capabilities align with doctrine and the planning process



Who does OCS?

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Law - Congress

Policy - OSD

Doctrine - Joint Staff

Contractor Management - CCDR & JTF

Contract Support Integration - CCDR & JTF

Contingency Contracting - Service Components

Combat Support

Agencies

Joint Theater Support

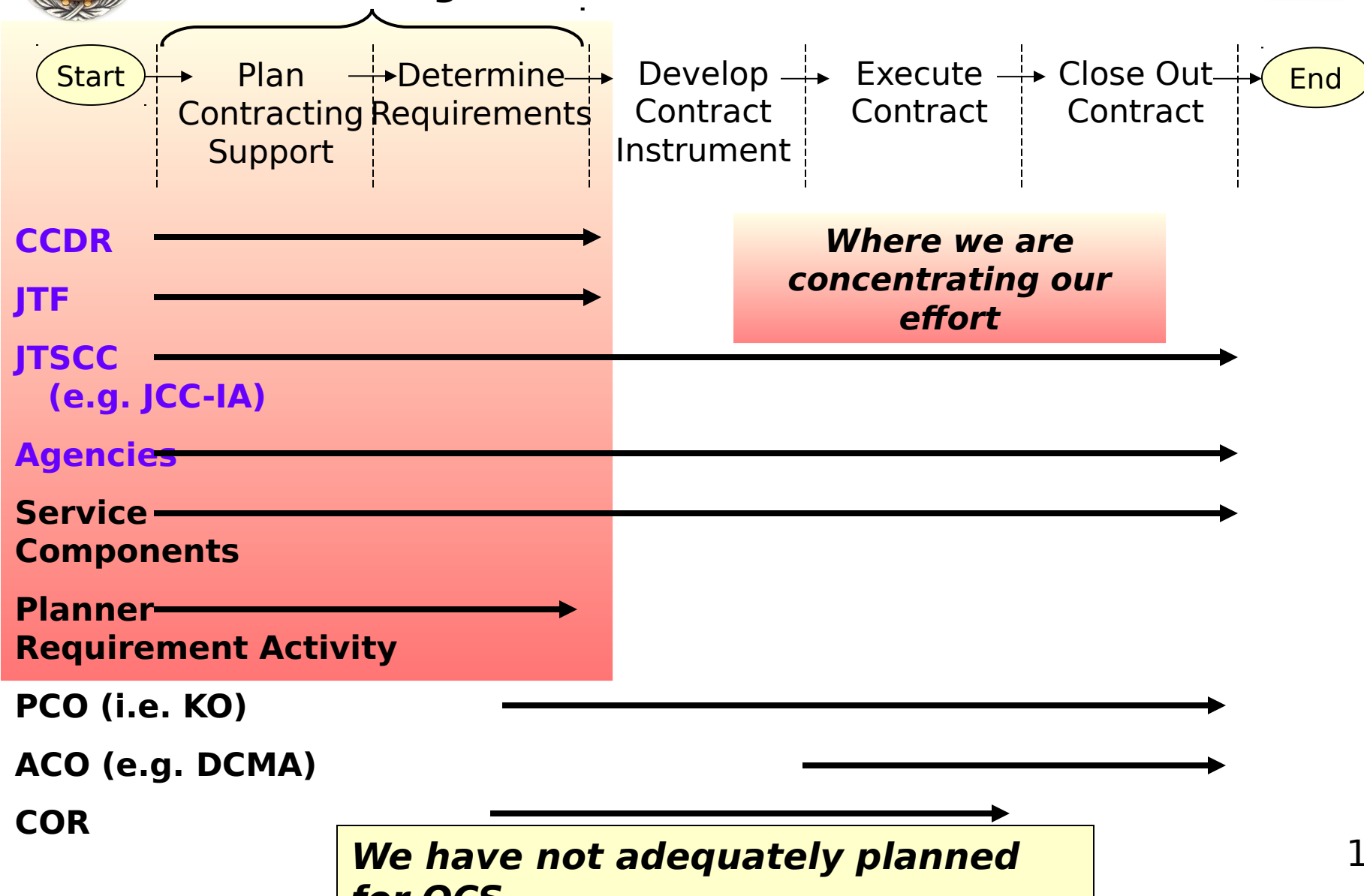
OCS is a Team Effort!!



Who is involved?

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Planning

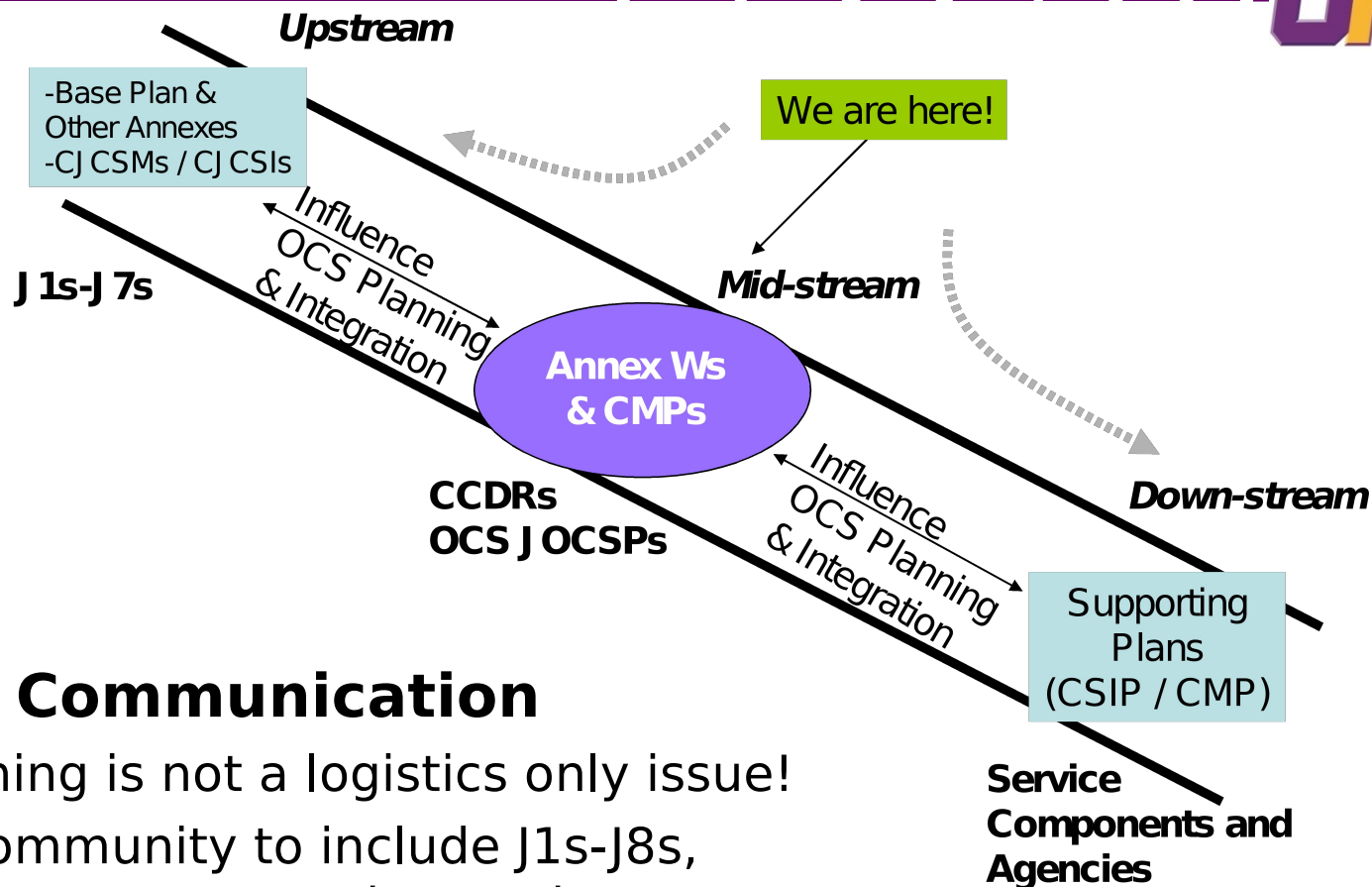




Planning

Refine and Influence the Joint OCS Planning Process

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• Improved Communication

- OCS Planning is not a logistics only issue!
- Expand community to include J1s-J8s, Service Components and Agencies
- Institutionalize OCS planning to the same level of fidelity as we do organic forces



Planning Guidance For Plans

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Policy

**CJCSM
3122.01A
JOPES Manual
Vol. 1
"Policies,
Plans &
Procedures"**

Templates

**CJCSM
3122.03
JOPES
Manual
Vol. 2
"Plans and
Formats"**

Execution

**CJCSM
3122.02C
JOPES Manual
Vol. 3
TPFDD
"Planning
and
Execution"**

Evaluate the Plan

**CJCSI
3110.03C
Logistics
Supplement to the
JSCP**

Planning
Considerations to
building
Annexes and
Appendices
&
Sustainability &
Feasibility
Assessment

**OPLANS &
CONPLANS
Base Plan:
(Para 4)
Admin &
Logistics
(Contracting
Guidance)**

Detailed Templates for Loggies

On the way...
**CJCSM
4300.01A
Planning
Joint
Logistics
Support
Publication**

**Annex W
CSIP**

**Annex E
CMP**

**Other
Annexes**

**Where we are
concentrating our
effort**





Component
supporting
plans?

Planning

Plan Review Status - Closing the GAP

4

CCDR'S	Plans	Reviewed	OCS Equities Covered or Completed
OPLANS & CONPLANS w/TPFDD (Tier 3 & 4)	30	11	3
CONPLANS (Tier 1 & 2)	58	24	4

GAP

Where we are today...How much work is left to go

- **Joint Operational Contract Support Planner (JOCSP) initiative**
 - OSD funded initiative - in effect early 2008
 - 2 X JOCSP at each GCC and JFCOM (Funded through FY10)
 - Current JOCSPs are contractors - plan to transition to military

Must POM for Planners NOW!



Joint Operational Contract Support Planners

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- Roles & Responsibilities – 16 tasks including...
 - Planning, Exercises, Inter-Agency / Multinational, TPFDD, OCS Policy & Procedures, Standards of Service, Retrograde, Best Practices, Special Tasks...
- Program Management Approach to Planning
 - Risks and opportunities are more readily identified
 - Stakeholders know their roles and responsibilities
 - Plan impact and changes can be identified (and quantified)
- Benefits
 - Disciplined, proactive approach to planning, monitoring and controlling a complex effort
 - Stakeholders remain informed
 - Decision Makers can make better informed decisions

***OCS Planning is Complex...
Requires Program Management Approach***



JOCSP - OCS

Work Breakdown Structure

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	Plans	Reviewed	OCS Equities Covered or Completed
OPLANS & CONPLANS w/TPFDD (Tier 3 & 4)	30	11	3
CONPLANS (Tier 1 & 2)	58	24	4

Where we are today...How much work is left to go

WBS Level	01	Entire Project Scope															
		Management					Project-wide Templates and Tools									COCOM Baseline Documents	
	01.xx																
		Project Management Plan	Monthly Reports	Weekly Telecons	Semi-annual Conferences	SharePoint Site	Annex W Template	MSEL Database	Best Practices Database	Lessons Learned Tool	Theater-wide CSP	COCOM OCS Web Site Inputs	Plans - Annexes and Appendices	Contract Planning Policies and Procedures	Change Management Policies and Procedures		
	01.xx.xx																

(Tier 3 & 4)

CONPLANS (Tier 1 & 2)

58

24

4

Where we are today...How much work is left to go

COCOM Document Maintenance/ Development						Deployment	National Level Input					Exercises	Current Operations		
Theater-wide CSP Rev 1	COCOM OCS Web Site Inputs Rev 1	Plans - Annexes and Appendices Rev 1	Contract Planning Policies and Procedures Rev 1	Change Management Policies and Procedures Rev 1	J CASO	DoDis	J METL Inputs	J PME Inputs	APEX Log Working Group Inputs	Joint Pubs	NDA	Exercises	CENTCOM CLPSB	CENTCOM Contracting C2	CENTCOM Operations
															CENTCOM Annual Acquisition Conference

OCS Requires Program Management Approach... Starts with a detailed Work Breakdown Structure

JOCSP - OCS

Work Breakdown Structure



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Plans -
Annexes
and
Appendices

01.xx.xx

01.xx.xx.xx

1025 1601 1075 1210 1099 1075-1 1401 1301 1040 1100 1200 1211 1205 CP1 CP2 4305 4075 4122 4132 4265 4269 4275 4287 4367

	Plans	Reviewed	OCS Equities Covered or Completed
OPLANS & CONPLANS w/TPFDD (Tier 3 & 4)	30	11	3
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Where we are today...How much work is left to go

**Starts with a detailed Work Breakdown
Structure... 88 Plans**

5070 5075 5099 5100 5200 TSCP LSCP 7000 7500 7501 7520 20-Var-1 20-Var-2 KATEGORIC PRECIATION IMPACT PLAN SC 0300 6075 6099 6115 6120 6150 6160 6225 6300 6333 6400 6601



JOCSP - OCS

Organizational Breakdown Structure

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WBS Level		Management										Project-wide Templates and Tools										Theater-wide CSP																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																												
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NORTHCOM JOCSPs	
PACOM JOCSPs	
SOCOM JOCSPs	
SOUTHCOM JOCSPs	

“R” at the intersection of SOUTHCOM JOCSPs and 6115 indicates responsibility

R



JOCSP - PM Approach

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Schedule for Analysis of CONPLAN 6115

Task Name	Baseline Duration	Baseline Start	Baseline Finish	Actual Duration	Actual Start	Actual Finish	% Complete	1st Quarter				2nd Quarter	
								Feb	Mar	Apr	May	Jun	Jul
Plan 6115 Documents	122.5 days	Thu 2/5/09	Thu 7/30/09	2.72 days	Thu 2/5/09	NA	25%						
Analysis of 6115	43.5 days	Thu 2/5/09	Wed 4/8/09	3.99 days	Thu 2/5/09	NA	25%						
Analyze Base Plan of 6115	5 days	Thu 2/5/09	Wed 2/11/09	5 days	Thu 2/5/09	Wed 2/11/09	100%						
Analyze Annex D of 6115	3 days	Thu 2/12/09	Tue 2/17/09	0 days	Thu 2/12/09	NA	0%						
Analyze Annex P of 6115	0.5 days	Wed 2/18/09	Wed 2/18/09	0 days	NA	NA	0%						
Analyze Annex G of 6115	0.5 days	Wed 2/18/09	Wed 2/18/09	0 days	NA	NA	0%						
Analyze Annex E of 6115	0.5 days	Thu 2/19/09	Thu 2/19/09	0 days	NA	NA	0%						
Analyze Annex Q of 6115	0.5 days	Thu 2/19/09	Thu 2/19/09	0 days	NA	NA	0%						
Analyze Annex B of 6115	0.5 days	Fri 2/20/09	Fri 2/20/09	0 days	NA	NA	0%						
Analyze Annex T of 6115							%						
Analyze Annex K of 6115							%						
Analyze Annex S of 6115							%						
Analyze Annex V of 6115							%						
Analyze Annex C of 6115							%						
Analyze Annex A of 6115							%						
Analyze Annex F of 6115							%						
Analyze Annex H of 6115							%						
Analyze Annex J of 6115							%						
Analyze Annex L of 6115							%						
Analyze Annex M of 6115							%						
Analyze Annex N of 6115							%						
Analyze Annex W of 6115	0.5 days	Tue 3/17/09	Tue 3/17/09	0 days	NA	NA	0%						
Analyze Annex X of 6115	0.5 days	Wed 3/18/09	Wed 3/18/09	0 days	NA	NA	0%						
Analyze Annex Y of 6115	1 day	Wed 3/18/09	Thu 3/19/09	0 days	NA	NA	0%						
Analyze Annex Z of 6115	1 day	Thu 3/19/09	Fri 3/20/09	0 days	NA	NA	0%						
Write Analysis Paper for 6115	7 days	Fri 3/20/09	Tue 3/31/09	0 days	NA	NA	0%						
Submit Analysis Paper for 6115 to Peer Review	3 days	Tue 3/31/09	Fri 4/3/09	0 days	NA	NA	0%						
Update Analysis Paper for 6115	1 day	Fri 4/3/09	Mon 4/6/09	0 days	NA	NA	0%						
Deliver Analysis Paper for 6115 to COCOM	1 day	Mon 4/6/09	Tue 4/7/09	0 days	NA	NA	0%						
Prepare Analysis Presentation for 6115	7 days	Fri 3/20/09	Tue 3/31/09	0 days	NA	NA	0%						
Submit Analysis Presentation for 6115 to Peer Review	3 days	Tue 3/31/09	Fri 4/3/09	0 days	NA	NA	0%						
Update Analysis Presentation for 6115	1 day	Fri 4/3/09	Mon 4/6/09	0 days	NA	NA	0%						
Deliver Analysis Presentation for 6115 to COCOM	1 day	Tue 4/7/09	Wed 4/8/09	0 days	NA	NA	0%						
Analysis of 6115 Complete	0 days	Wed 4/8/09	Wed 4/8/09	0 days	NA	NA	0%						

22 Annexes + Appendices + Tabs + Analysis

Coordination with...

J-Dirs, Supporting CCDRs, Services, Components, CSAs, Inter-Agency



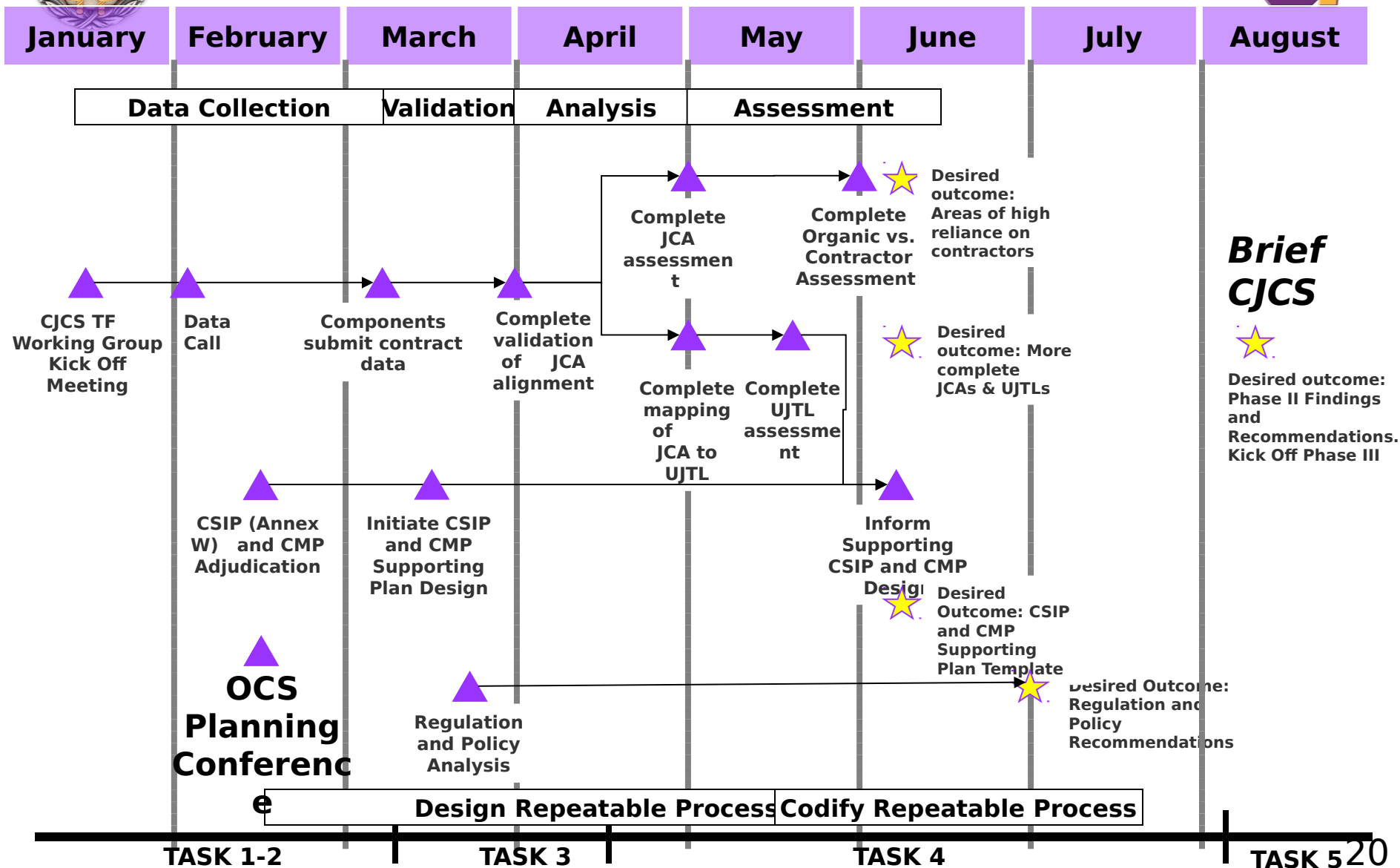
Way Ahead & CJCS TF

Dependence on Contractors in
Contingency Operations



JS J-4 OCS Roadmap

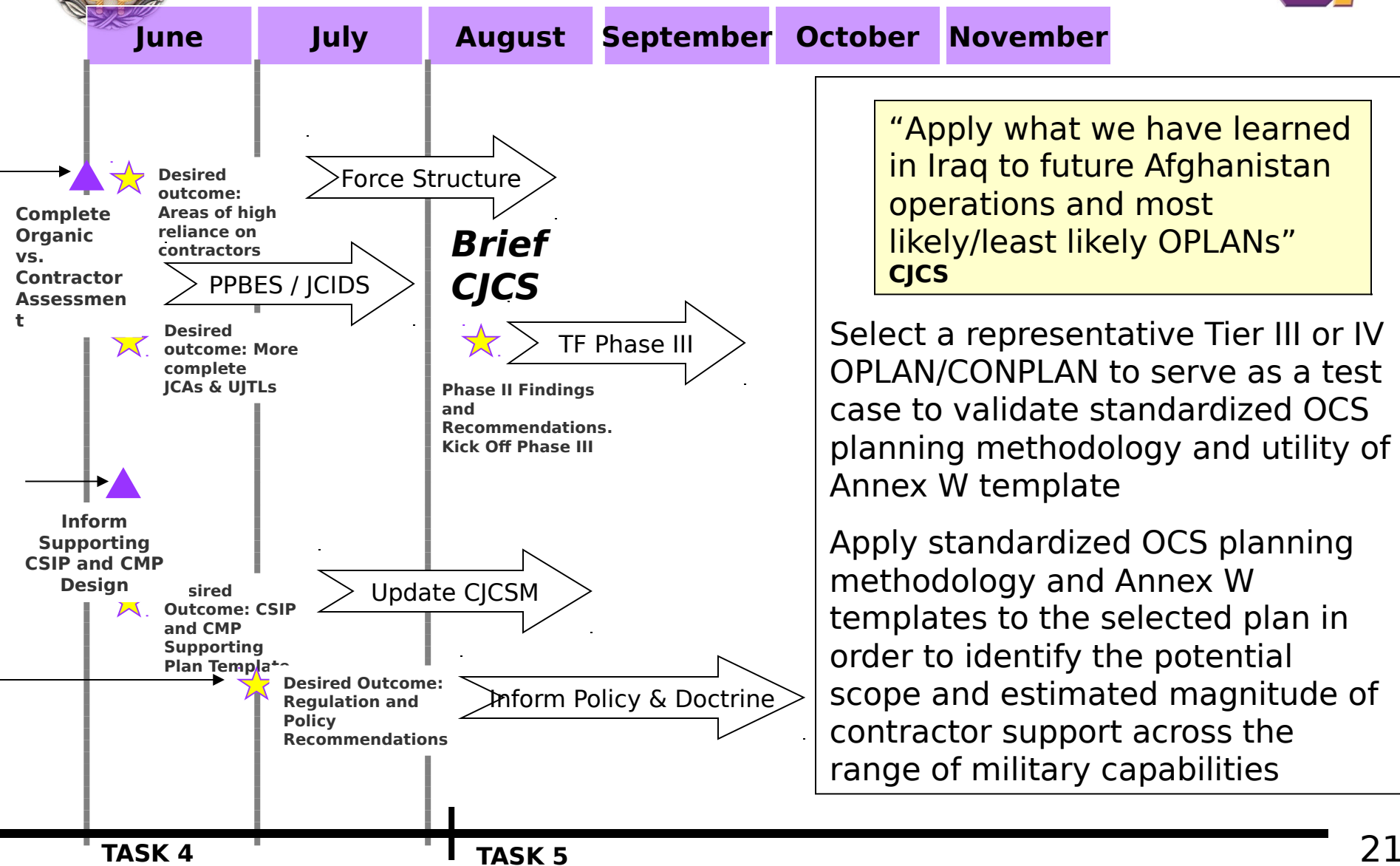
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JS J-4 OCS Roadmap



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“Apply what we have learned in Iraq to future Afghanistan operations and most likely/least likely OPLANs”
CJCS

Select a representative Tier III or IV OPLAN/CONPLAN to serve as a test case to validate standardized OCS planning methodology and utility of Annex W template

Apply standardized OCS planning methodology and Annex W templates to the selected plan in order to identify the potential scope and estimated magnitude of contractor support across the range of military capabilities



Questions

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Questions?